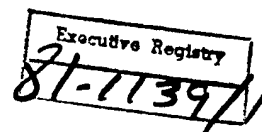


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12 May 1981

MEMORANDUM FOR: Director of Personnel

FROM : Deputy Director of Central Intelligence

SUBJECT : Personnel Planning

1. I have reviewed Harry Fitzwater's memorandum of 4 May on personnel planning in which he suggests specific areas of the personnel system that I might want to monitor as part of the planning process. While the specific areas outlined in that memorandum clearly are important, I think this approach tends to focus attention in personnel planning on statistical measures which often do not reflect the basic personnel problems and policy questions the Agency must face.

2. In my view, the involvement of senior management--the DDCI, the deputy directors, the Head of the E Career Service and so forth--in personnel planning ought to center on problems and policies in the broadest terms. For example, the Executive Committee should address such basic questions as:

- how are we to upgrade certain functions such as communicators and keep analysts as analysts and yet avoid grade creep;
- what is the value of rotational assignments and are they being used effectively;
- what are the planning consequences of having the overwhelming majority of supergrades in certain offices over 50 years old;
- why are some portions of the DDO desperate for additional personnel while other elements of the Agency are over strength;
- what kinds of programs can we develop to ensure that a certain percentage of our staff have experience elsewhere in the government and in the private sector and to upgrade the skills of our staff;
- why do good people leave and what lessons can we learn;
- are we attracting and maintaining the critical skills we need;

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- are we making adequate use of awards and pay devices short of grade promotions; and, finally,
- can we do more in the area of hiring and promoting minorities and the use of upward mobility programs?

3. I believe that an effective personnel planning process should begin with the identification of issues such as those above (which are illustrative only) and that the next step is the development of policies and programs to address the issues. The Executive Committee should play a central part in this process. Once issues are identified and policy guidelines established, the directorates can work with the Office of Personnel to develop specific statistical targets. Annually, the success of each career service in meeting its targets would be evaluated even as new issues, programs and targets are identified or the old ones reconfirmed for the following year. In short, personnel planning must not become an annual, marginal revision of statistical objectives but must begin with the identification of real problems, and then the policies and plans to deal with them.

4. It is my view that the effort to identify alternatives to the APP and ARP should concentrate on this approach. In keeping with the Executive Committee discussion on this matter last month, I would appreciate having the personnel planning options paper by 15 June.

B. R. INMAN
Admiral, U.S. Navy